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| Chief Constable’s Delivery Plan |
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| 2022-2025 |
| 1. Police and Crime Plan 2021 - 2025   The Police and Crime Plan 2021-2025 links the issues affecting the people of Gwent with consideration for the broader challenges facing policing. The plan is developed through extensive public engagement, capturing the views of the diverse communities across Gwent. The focus of this plan is supporting victims, robustly tackling offending, increasing community confidence and driving a sustainable efficient police service.  The Commissioner set five priorities for 2021-2025:  • Keeping Neighbourhoods Safe,  • Combat Serious Crime,  • Support Victims and Protect the Vulnerable,  • Increase Community Confidence in Policing,  • Drive Sustainable Policing.  This report identifies the Chief Constable’s plan to deliver the Police and Crime Plan from 2022 to 2025. It is intended to act as a guide to deliver against the five priorities. It will also provide the necessary reassurance to the Police and Crime Commissioner of the force’s commitment to achieving this during the Commissioners term of office.  The force provides its service within a budget of £ £173.027 million pounds for the financial year 2024 – 2025. Despite the additional resources provided through Operation Uplift, the force will need to manage continued reductions in real terms funding from the UK government throughout this current parliamentary term. To help do so, we have conducted a thorough review of the way the force delivers its uniformed, investigative and criminal justice services, to develop an operating model that is best suited to the current policing environment. To support this, the force will ensure it utilises the most efficient and effective method of dealing with people in custody. The force will also continue to improve its services to the public by working closely with its partners in Public Service Boards and with police force partners in Wales and beyond.  The force continued to recruit officers and staff throughout 2020/21 and now has one of the youngest staff profiles in the country. In 2022/23, the force invested heavily in its employees and built a talented, resilient workforce that is more representative of the community it serves and will continue to do so through 2024 and into 2025. The force is determined that Gwent will become an outstanding police service that is trusted by all the communities in Gwent.   1. Chief’s Delivery Plan- Introduction   The Chief Constable’s priorities work in line with the Policing and Crime Plan. The below tables describe the PCC’s Priorities, Key Commitments, Key Activities, the Chief’s Delivery Plan, the link to the PCC Plan and the governance, strategies and plans that drive the activity to deliver the Chief Constables plan.  The Chief Constable recognises the culture of an organisation is crucial to how it performs. Successful organisations have a culture built on a strongly held and widely shared set of beliefs that are supported by strategy and structure. This is a core principle that runs through the Delivery Plan. The Chief Constable will continue to ensure that respect for equality, diversity, inclusion and human rights underpins everything Gwent Police does. To improve the confidence our communities have in policing we will invest in our people to ensure behaviours, decisions and actions build internal and external confidence. We are making our workforce more reflective of our community by successfully encouraging people from underrepresented groups to join the organisation. We will continue to build a positive workplace culture that attracts, selects and retains talented people and provides opportunities for career progression.  Our vision is to be an outstanding police service trusted by our communities.  We will achieve this by:   * Developing an outstanding workforce - Embedding an ethical culture, equipping our staff with the right skills and professional development, professionalising our service, encouraging decision-making and risk-taking. * Providing an exceptional service - Delivering operational excellence, providing value for every pound spent, reducing bureaucracy, encouraging creativity and caring for victims. * Building confident communities - Engaging with all our communities, treating people fairly, keeping everyone safe and being transparent about our actions.   Our Force values underpin everything we do and are critical to delivering the Commissioners plan.   * Be Compassionate - Building an inclusive and supportive place to work, where we look after ourselves and each other. We will take the time to think about what victims of crime might be feeling and how we can support them. We will understand how we can work with our communities to provide alternative pathways for people at risk. We will think about the challenges and frustrations our communities face and our role in helping them through. * Be Courageous - We will make difficult decisions, have challenging conversations and ask uncomfortable questions. Having courage is not always about being the one running towards the problem, but it can always be about stepping up. * Be Proud - Whether it’s about our team, Gwent Police or our local community, we will take pride in what we do and where we belong. * Be Positive - We will make Gwent a better place to live, work and visit by working with our partners and communities. * Keep Learning - We will be open to new ideas and new ways of doing things and take opportunities to develop our thinking and our skills.   Our Mission is to:   * To make communities safer by upholding the law fairly and firmly. * Prevent crime and antisocial behaviour. * Keep the peace. * Protect and reassure communities * Investigate crime and bring offenders to justice.   Our strategic intentions to achieve the mission will be underpinned by the following principles:   * People*:* Our vision is to fully embed the importance of wellbeing and mental health through clear and visible leadership to create an environment that empowers officers and staff. * Process: We will ensure we are designing, managing and improving our processes so that they always consider building public confidence, driving a culture in line with our force values and make consulted change where they are not. * Partnership: We will ensure we are reducing silo’s and working collaboratively across departments and with external partnerships, ethical suppliers and support services. * Leadership: We will ensure leaders at all levels are role models and display behaviours that inspire trust and confidence internally and externally, based on our values and support their staff to do the same. A new leadership framework and strategy commenced in January 2022, supported by a leadership development programme. The programme reinforces that everyone is a leader and expected to inspire trust and confidence in the force internally and externally. * Communication & Engagement: We will ensure we communicate and engage with each other and the public in line with individual needs which will build confidence in our organisation. We will encourage open and honest communication where mistakes are learning opportunities and success is celebrated. * Performance: We will ensure we measure, monitor, manage and reward performance in a way that all staff understand. We will reduce demand on our frontline staff and release capacity through investment in innovation.      1. The Operational Delivery Plan  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Keep neighbourhoods safe | | | | | | | Police and Crime Plan Key Commitments | Police and Crime Plan Key Activity | Gwent Police’s Key Activity Under Chief’s Delivery Plan to Achieve PCC Priority | Supporting Strategies and Plans | Governance | Monitoring Outcomes | | Reduce public order offences and anti-social behaviour and the number of people who repeatedly carry out these acts.  Reduce acquisitive crime and repeat offenders.  Improve the safety of roads throughout Gwent.  Commission and invest in effective crime prevention initiatives | Deterring criminals through new and innovative crime prevention initiatives, such as We Don’t Buy Crime and multi-agency Problem Solving Hubs.  Reducing re-offending through offender management and diversion programmes that tackle criminal behaviours and address offender needs, such as drug and alcohol misuse or lack of housing.  Working with partners to identify and address crime and anti-social behaviour hotspots using integrated multi-agency action.  Supporting communities to develop resilience to crime, by providing crime prevention advice.  Improving the safety of our roads through targeted enforcement and the strategic placement of GoSafe speed camera vans throughout Gwent | We will reduce public order crime, incidents of anti-social behaviour and neighbourhood and acquisitive crime. We will achieve this through Neighbourhood Policing and Partnerships, our We Don’t Buy Crime initiatives and utilising our problem-solving hubs.  We will focus on reducing the demand caused by repeat offenders through effective offender management and continue to improve the services we provide to our repeat victims. We will maximise the capability of our Integrated Offender Management Teams, build on our Wales Integrated Serious and Dangerous Offender Management, Multi Agency Tasking and Coordination protocol and Multi Agency Child Exploitation schemes with our partners.  We will prioritise and act upon relevant intelligence to disrupt the supply of drugs and alcohol that causes the most harm in our communities and we will robustly investigate crimes. We will also work with partners to educate, prevent and support those whose substance abuse is a factor in their offending behaviour. We will ensure our officers are supported with specialist advice when dealing with drug offences in custody.  We will expand our use of diversionary schemes to prevent re-offending.  We will take advantage of the opportunities provided by the Safer Streets project which provides funding for crime prevention improvements in key areas of the community investment to local projects including Safer Streets Business Accreditation Schemes and provides support to vulnerable people in our communities. We will increase our use of Design Out Crime Officers and provide timely crime prevention advice.  Policing the road networks of Gwent is key in our crime reduction strategy. Our Roads Policing Specialist Operations team will deny criminals the use of our road networks by increasing the numbers of offenders brought to justice. We will continue to work in partnership with the Wales Road Casualty Reduction through initiatives such as Operation Snap and Operation Utah to target illegal road users.  We will meet the demands of Operation Uplift and increase the numbers of Police Officers to over 1500. We will also increase our CSO establishment and work toward a target of 182 CSOs. This will improve visibility and re-assurance across our communities.  We will work to increase the amount of crime we solve through the introduction of dedicated investigative teams and development of our Investigation Strategy. We will seek to increase our use of court disposals to assist in this aim.  We will remain key partners of the Gwent Public Service Board and use the principles of the Future Generations Act to focus our partners on keeping neighbourhoods safe through the development of a Gwent wide Community Safety partnership.  We are committed to working with our Blue Light Partners to improve our response to the public by holding meetings at strategic and tactical level where we jointly review and understand performance issues and take learning into each organisation to improve processes.  Our Specialist Public Order and event teams will police protest and events in a proportionate way that builds community confidence.  We will work with the All Wales Schools Liaison Programme and the Youth Offending Services to divert young people from offending behaviour.  We will develop a problem-solving structure that operates in our operational units and also provides central analytical support to our officers. This will include a tailored approach to repeat victims, suspects and locations through our Harm and Vulnerability Co-coordinators.  We will review our approach to apprehending suspects to ensure swift arrests.  We will successfully make the transition to the new bail management rules and procedures.  We will continue to drive and embed our Joint Engagement & communication strategy and plan through our Neighbourhood Teams aligned to the Neighbourhood Toolkit and in line with APP.  We will continue to develop digital platforms including Facebook and Twitter to relay key messages and provide reassurance to members of the public, KINS, Councillors and key partner agencies. | Crime and Demand Reduction Strategy  Neighbourhood Policing Strategy  RPSO Strategy  RPSO Delivery Plan  Serious Violence Prevention Strategy  Serious Violent Crime Delivery Plan  Drugs Strategy  Serious  Organised Crime Strategy | Operational Performance Board (ACC- Monthly)  Scrutiny Executive Board (DCC) | Reduce the amount of crime committed in Gwent  Reduce the amount of all recorded crime  Reduce the number of Dwelling Burglaries  Reduce the number of Serious Violent crimes  Reduce Neighbourhood Crime (Dwelling Burglary/ vehicle crime / Personal Robbery)  Reduce the number of repeat victims of crime  Reduce homicides/ Deaths on the road |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Combat Serious Crime | | | | | | | Police and Crime Plan Key Commitments | Police and Crime Plan Key Activity | Gwent Police’s Key Activity Under Chief’s Delivery Plan to Achieve PCC Priority | Supporting Strategies and Plans | Governance | Monitoring Outcomes | | Reduce the number of repeat victims of child criminal and sexual exploitation.  Increase disruption of serious organised crime, and reinvest assets seized back into communities.  Improve the overall criminal justice response to violence against women, domestic abuse and sexual violence.  Commission and invest in services that work with perpetrators of serious crime to prevent and reduce re-offending. | Proactive prevention work with those at risk of offending and deterring them from becoming involved in crime.  Working closely with partners to target and reduce crime causing the most harm in our communities.  Tackling re-offending through diversion and offender management programmes that address criminal behaviours, while promoting resilience and personal responsibility.  Increasing detection of hidden or under-reported crimes, including domestic abuse, rape, child criminal and sexual exploitation, and modern slavery and human trafficking.  Ensure Gwent Police and others (e.g. the Regional Organised Crime Unit) are relentlessly pursuing offenders of serious organised crime | The force will continue to disrupt and dismantle Serious Organised Crime across the force area by utilising a cohort of officers to tackle and deter Organised Crime Groups and persistent street level drug criminality.  We will continue to work in partnership to identify and target Organised Crime Groups who engage in crime, including human trafficking, theft, drug dealing and money laundering, disrupting their activity and confiscate their profit.  We will continue to work with the five local authorities, Aneurin Bevan Health Board, the Probation Service, the Youth Offending Service and the third sector to develop better integrated working practices that will tackle re-offending and address criminal behaviour.  We will focus our efforts on tackling violence against women and girls. We will establish a force wide approach to prevent such crime, reduce victimisation and relentlessly pursue offenders.  We will develop a Serious Violent Crime Strategy and work with our partners to fulfil the Serious Violent Crime Duty.  We will introduce a dedicated Rape Investigation Team and participate in the national Operation Soteria programme.  We will work closely with key partners through Multi Agency Public Protection Arrangements (MAPPA) to protect communities by preventing registered sex offenders from re-offending through implementing effective risk management plans across all agencies.  The Home Secretary’s Strategic Policing Requirement (SPR) sets out the national threats that the police service must address. Gwent Police will continue to monitor its capability across all elements of the SPR to enable us to respond accordingly.  Gwent Police works alongside other forces and national and regional partners to tackle threats and prevent activities of terrorists and domestic extremists. In particular we will continue to support the efforts of the Wales Extremism and Counter Terrorism Unit (WECTU) in responding to threat. We will also continue to work with our communities to prevent extremism.  We will ensure we have sufficient capacity and capability to identify and tackle the growing demands of cyber-enabled crime.  We will review our approach to Firearms Licensing to ensure the public have confidence in our decision making.  We will build a strong governance process to manage CID recruitment, retention and progression, supported by our CID Succession Planning meeting enabling us to monitor our gaps and flex to where risk is greatest. | Strategic Equality Plan  Positive Action Delivery Plan  Hate Crime Plan  Neighbourhood Policing Strategy | Legitimacy Meeting (CSU Cont. Imp.) | Ensure that stop and search and force is used fairly  Involve communities in shaping their local policing service  Provide opportunities for communities to become involved in policing |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | |  | Support victims and protect the vulnerable | | | | | | Police and Crime Plan  Key Commitments | Police and Crime Plan Key Activity | Gwent Police’s Key Activity Under Chief’s Delivery Plan to Achieve PCC Priority | Supporting Strategies and Plans | Governance | Monitoring Outcomes | | Improve victim services and ensure that the needs of victims are identified and responded to appropriately through Connect Gwent and the Victim Care Unit.  Further improve our work with partners to protect those most vulnerable.  Increase the timeliness of police investigation updates provided to victims.  Commission and invest in specialist services to support victims throughout the criminal justice process | Working with partners in Gwent and nationally to identify and tackle all forms of exploitation and abuse.  Working with criminal justice partners in Gwent and across Wales to meet the needs of victims and witnesses in the criminal justice system.  Offering inclusive victim services that support diverse backgrounds and people with protected characteristics, including children, young people, the elderly, those who identify as LGBTQ+ and people from minority ethnic communities.  Supporting and advising victims on how to develop resilience in crime to prevent repeat victimisation and further harm.  Identifying service gaps or areas for improvement and working with partners to commission and develop required services | We will continue to maintain strong partnerships to intervene early where all forms of abuse or exploitation is suspected  We will continue to improve the lives of victims and witnesses using through our Connect Gwent multi-agency victim's hub, which hosts a range of partnership agencies Age Cymru, New Pathways, Umbrella Cymru, Victim Support provide support tailored to suit the needs of each victim.  Our Victim Care Unit will provide inclusive support and increased services to those targeted due to their protected characteristics.  We will continue to provide resilience and crime prevention advice through our First Point of Contact Staff.  We are engaging with victims through our Survivor Network and using our Survivor Engagement co-ordinator to better understand their experiences and improve our services. We prioritise safeguarding the vulnerable through further enhancing the work of our multi-agency Safeguarding Hubs.  We will ensure there is a comprehensive approach to victim care throughout the victim journey and regularly benchmark ourselves utilising HMICFRS’s Victim Service Methodology. We will focus our performance framework and meetings in those areas.  We will introduce dedicated teams to enhance our investigations and prosecution file quality.  We will ensure our supervision levels are appropriate and that supervisors ensure everything we do is of a high quality.  We will introduce a Virtual Response Team to allow us to quickly speak to victims through a video link and investigate their crimes remotely where appropriate.  We will increase our use of community resolutions, to enable victims to have more of a say in the outcomes of their crimes.  Our Mental Health Professionals will provide clear, professional advice to our officers to ensure they select the right care path for those in crisis and we will be a key partner in delivering the ‘Whole system’ approach to mental health service reprovision. | VAWG Strategy  All Wales  VAWDASV Strategy  National NPCC VAWG Strategy  Rape and Serious Sexual Offences Action Plan  Domestic Abuse Action Plan  Vulnerability Strategy  Child Centred Policing Strategy  Investigation Standards Strategy | VAWG Soc & Vulnerability Board (DCC and ACC) | Increase confidence in policing amongst Women and Girls  Reduce the number of repeat victims  Increase the number of arrests for named and repeat offenders  Increase positive Outcome Rate  Appropriate use of Criminal Justice Outcomes 15 and 16  Reduce the number of persons being released under investigation  Reduce length of investigations  Numbers of protection from harm orders  Enhanced use of Domestic Violence Disclosure Scheme applications and disclosures  Number of problem solving plans for open spaces  Implementation of Victims Services Model  Compliance with Victims Code at key stages  Number of referrals to Victim Support  Successful Victim Right to Review Decisions  Victim Personal Statements obtained |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Increase Community Confidence in Policing | | | | | | | Police and Crime Plan  Key Commitments | Police and Crime Plan  Key Activity | Gwent Police’s Key Activity Under Chief’s Delivery Plan to Achieve PCC Priority | Supporting Strategies and Plans | Governance | Monitoring Outcomes | | Increase the effectiveness of officer and staff engagement with residents in their communities, and community confidence and trust in Gwent Police.  Improve the accessibility of neighbourhood police teams through a variety of contact channels that meet the needs of the public.  Increase reporting of crime by communities that are less likely to engage with the police.  Further increase officer and staff diversity to ensure our police service reflects the communities that we serve | Proactively engaging with communities and partners to provide regular opportunities for feedback on their experiences of our policing services to contribute to our continuous improvement.  Providing timely feedback to communities, organisations and people to demonstrate where their views have helped improve services and outcomes.  Work closely with Gwent Police’s Professional Standards Department to ensure any complaints are robustly investigated, particularly related to abuse of position or trust.  Ensuring our processes and decision-making are legitimate, transparent and evidence-based.  Actively promoting recruitment opportunities across our communities and improving the retention of officers and staff from under-represented groups.  Continuing the development of our citizens in policing programme to provide inclusive opportunities for community participation in policing. | We will continue to engage with our communities through our Neighbourhood Teams and Community Support Officers. We will embed our new Neighbourhood Policing Strategy. We will identify and utilise IT solutions that help us better engage with our public.  We will continue to independently survey our public to obtain accurate information about confidence in policing and respond to any identified challenges and we will use community groups, Independent Advisory Groups and Your Voice to demonstrate how our communities help to shape our service.  We will continue to learn as an organisation when we fall below what the community expect of its police service and robustly tackle staff who abuse their position. We will review our Professional Standards Department to ensure it has the capacity and capability to meet demand.  We will continue to drive and embed our Joint Strategic Equality Plan (JSEP) that ensures our processes and decision-making are legitimate, transparent and evidence-based through:  • Supporting Vulnerable People  • Legitimacy and Fairness  • Access, Engagement and  Inclusion  • Creating an Inclusive  Workforce and Promoting  Fairness.  The force is working to make the demographic of its officers and staff better reflect the community by continuing to encourage people from under-represented groups to join the organisation. The force is working to ensure everyone employed in Gwent Police is treated fairly and does not suffer discrimination.  Our new Citizens in Policing Strategy defines our vision to grow and enhance the contribution of our volunteers and community involvement. This strategy will oversee all volunteering, including sub-groups of the Special Constabulary (SC), Police Support Volunteers (PSV’s) Police Cadets and Heddlu Bach.  We will continue to build trust and confidence between women and girls and the police. We strive to create an environment where women and girls feel safe to pursue their lives free of fear and harassment, delivering effectively upon our core responsibilities, and using our influence to support change in our communities to help enhance trust and confidence in Gwent Police.  We will continue to ensure our officers use powers (such as stop search and arrest) and force in ways that are proportionate and non-discriminatory; and which foster positive relations between communities and policing.  We have signed up to the All-Wales pledge to ensure that Wales becomes an Anti-Racist Wales by 2030. This public pledge shares common aim with the National Race Action Plan and has also led to the co-creation of the Criminal Justice Board for Wales anti racism plan. Our staff will be attending Race Awareness Workshops  The force will ensure that its services respond to the views, experiences, and needs of people that identify with protected characteristics; and that the work it does promotes inclusion and cohesion. This continues to be driven through an established Coercive Powers Board chaired by a strategic lead and shaped by independent scrutiny.  The force will continue to ensure all crime is recorded ethically and in accordance with the Home Office Counting Rules.  We will ensure we are designing, managing and improving our processes so that they always consider building public confidence and are driving a culture in line with our force values and make consulted change where they are not.  We will continue to drive our Positive Action Strategy to make us more representative of our diverse communities.  Gwent Police as an early adopter of the Police Education Qualifications Framework will continue embedding the new entry routes to policing with focus to leadership development. In January 2022 the force agreed a new Leadership Framework and accompanying 2-year strategy. The framework is closely aligned to the activities of the National Plan for Policing.  Our new Force Contact Centre will support our staff in better responding to the demands of the public.  We will continue to grow our social media footprint and support the growing numbers of contact channels into the service.  We will continue to increase our service provision to Welsh language speakers and those who use British sign language. | Confidence and Culture Plan  Joint Engagement and Communications Strategy  Joint Strategic Equality Plan  Violence Against Women and Girls Strategy  Neighbourhood Policing Strategy  Service Improvement Plan  Investigations Standards Strategy  People Strategy  Representative Workforce Strategy  Positive Action Strategy  Positive Action Delivery Plan | People and Culture Board (ACC - monthly)  Victims Meeting (CSU - Quarterly)  VAWG SOC & Vulnerability Board (DCC and ACC)  Investigation Standards Meeting (CSU - Monthly)  Legitimacy Meeting (CSU Cont. Imp.  Ethics Committee (Independent Chair - Quarterly)  People and Culture Board (ACC - Monthly) | Proportion of the public satisfied with service from police  Public confidence levels in Gwent Police  Number of victims satisfied with service provided  Number of people engaged in Your Voice  Increased membership of our Independent Advisory Group and IAG sub-groups |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | Drive sustainable policing | | | | | | | Police and Crime Plan Key Commitments | Police and Crime Plan Key Activity | Gwent Police’s Key Activity Under Chief’s Delivery Plan to Achieve PCC Priority | Supporting Strategies and Plans | Governance | Monitoring Outcomes | | Ensure Gwent Police have the right number of officers, staff and volunteers in the right places.  Increase investment in and adopt 21st Century policing technology to meet tomorrow’s challenges today.  Enhance health and well-being support for officers and staff to ensure our workforce is fit and ready to meet the challenges of policing.  Reduce the environmental impact of policing in line with Welsh Government’s carbon neutral targets and the Well-being of Future Generations (Wales) Act 2015 | Investing in buildings, technology and equipment that helps reduce and offset our impact on the environment.  Investing in learning and development programmes that deliver continuity in knowledge and skills to provide an effective, engaged and informed workforce.  Ensuring planning, recruitment and progression processes provide workforce sustainability that meets the demands of modern policing.  Delivering a financially viable policing service that provides value for money and effective resources to meet demand.  Actively reducing our consumable waste and responsibly disposing of or recycling technology and equipment to help to reduce our ecological footprint | We will maximise the benefits of our new HQ and seek to replicate those benefits in other areas of our estates and in any new builds.  We will implement our People Strategy to ensure our officers feel supported and that the organisation is procedurally fair. We will equip our staff with the right skills and professional development, embed an ethical culture, professionalise our service and encourage decision-making and risk-taking. This will lead to them providing an enhanced service to the public. We will monitor this through an effective PDR system.  We will continue to utilise our established processes for understanding demand and implementing business changes. We will ensure that productivity, efficiency and sustainability is a key consideration when implementing change programmes and in our recruitment drives.  This sustainability strategy seeks to challenge every member of Gwent Police, our partners, and our stakeholders to play their part in the Greener Gwent agenda. We will continue to deliver our de-carbonisation plan in our aim to be net zero emissions by 2030.  The force has a forward-thinking approach to sustainability. It places social and environmental responsibilities at the core of decision-making and improvement programmes in order to make a real difference to the communities we serve.  Operation Hampshire will be embedded within the organisation, with regular monitoring and opportunities for organisational learning.  Workforce wellbeing will be realised through Lunch & Learns, Wellbeing Events and inputs; Psychoeducation and Trauma Resilience Projects, Annual Psychological Monitoring & The Wellbeing toolkit.  Departmental support through HR Business Partners to monitor absence rates, trends and apply prevention and intervention to reduce absence. These initiatives will continue to build a positive environment where workforce wellbeing can flourish.  We will invest in our culture and build capability in our people to ensure behaviours, decisions and actions build internal and external confidence. The Chief Constable will lead a ’Culture Board’ for senior leaders. We will recognise and celebrate diversity to ensure all our staff feel part of the organisation.  The force has a history of investing in technology and our commitment in this area continues. We will continue to collaborate through our Digital Services Division and beyond.    After initial trial success we aim to make Automatic Facial Recognition technology available to all officers via mobile phones. This will improve our ability to identify offenders and suspects and swiftly bring them to justice. We will also work with partners to improve CCTV capability throughout the county. We will democratise our data so our officers have ready access to it and understand how they can use it to improve their performance. We will introduce telematics into our vehicles and update our Body Worn Video cameras.  We will implement ‘GoodSam’ technology and voice analytics to ensure our FCC is efficient.  We will procure a new Command and Control system in collaboration with South Wales Police.  Microsoft 365 functionality is increasing with new applications including Planner, Whiteboard, Bookings, Yammer & Power Automate planned. Departments will continue to move to SharePoint Online, improving our document management, file sharing and co-authoring capability.  Our Virtual Response Teams are providing a digital service to victims of crimes, reducing demand on our frontline while still investigating crime and focusing on victim’s needs.  We will continue to review our support functions to ensure they are sustainable and efficient. | Culture Board  Greener Gwent Sustainability Strategy  Sustainability Plan  Asset Management Strategy  Southern Wales Police Forces Collaborative Commercial and Procurement Strategy  Fleet Strategy  SRS    Partnership Strategy  People Strategy  Representative Workforce Strategy  Positive Action Strategy  Positive Action Delivery Plan  Southern Wales Police Forces Collaborative Commercial and Procurement Strategy  Fleet Strategy  SRS Partnership Strategy  Digital Services Division Strategy | Organisational Resource Board (ACC (Org.) -Monthly)  People and Culture Board (ACC - Monthly) | To reduce our total carbon footprint each year by 11% in order to achieve net zero carbon by 2030  To use our resources efficiently  Continue to achieve zero waste to landfill and reduce our consumption of energy and water.  Effective Governance over collaborative projects  Timeliness of projects  Benefits realisation reports for collaborative units. |  1. Chief Constables Delivery Plan 2022- 2025- Summary  |  |  | | --- | --- | | **1** | **Improve Public Confidence**  We will continue to develop a culture with professionalism and ethics at its heart and robustly tackle those that fall below expected standards. | | **2** | **Violence Against Women & Girls**  We will continue to pursue perpetrators of violence against women and girls and earn the confidence of women in our communities through our commitment to the Welsh VAWDASV National Strategy. | | **3** | **Reducing Crime**  We will continue our progress to reduce crime and record it ethically and in accordance with the Home Office rules. | | **4** | **Equality Diversity & Inclusion**  We will continue to put equality and diversity at the centre of recruitment, retention, and public engagement to better reflect our community. | | **5** | **Victim Services**  We will safeguard the vulnerable and engage with survivors and victims’ to better understand their experiences and improve our services**.** | | **6** | **Wellbeing**  We will support, protect, and care for our staff so they can provide the best possible service to our communities. | | **7** | **Crime Data Integrity**  We will continue our progress in this area to ensure legitimacy and public confidence in our crime recording. | | **8** | **Operation Uplift**  We will continue to recruit police officers, community support officers and support staff to strengthen our establishment and increase representation across all workstreams. | | **9** | **Technology & Innovation**  We will continue to develop our use of technology to identify offenders and swiftly bring them to justice to better support victims. | | **10** | **Sustainability**  We will continue to deliver our Greener Gwent Sustainability Strategy and de-carbonisation plans to reduce our carbon footprint. |  1. NEXT STEPS   For agreement and decision to release in public domain.   1. FINANCIAL CONSIDERATIONS   No Cost associated with this paper beyond those laid out in the forces financial strategy and funding requirements presented to the Policing Crime Panel.   1. PERSONNEL CONSIDERATIONS   None identified in this paper beyond metrics in place to monitor progress through People Strategy Board.   1. LEGAL CONSIDERATIONS   None identified in this paper beyond Joint Legal Services governance of contracts.   1. EQUALITIES & HUMAN RIGHTS CONSIDERATIONS   This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any particular group.  In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.   1. RISK   There are no risks identified in this paper beyond those recorded in force risk register.   1. PUBLIC INTEREST   In producing this report, has consideration been given to ‘public confidence’? Yes  Are the contents of this report, observations and appendices necessary and suitable for the public domain? Yes  If you consider this report to be exempt from the public domain, please state the reasons: Due to the nature of the content.   1. MEDIA, STAKEHOLDER AND COMMUNITY IMPACT   Impact is low.   1. REPORT AUTHOR   Chief Inspector Steve O’Brien   1. LEAD CHIEF OFFICER   Chief Constable Pam Kelly.   1. ANNEXES   None.   1. CHIEF OFFICER APPROVAL   I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.  I confirm this report is not suitable for the public domain for reasons stated in 11.  Signature:  Date: 24.05.2024 | | |
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